

Cadet Non-Commissioned Officer School Program Manual



1 January 2002

**Cadet Programs Directorate
Minnesota Wing, Civil Air Patrol**

SECTION ONE – DESCRIPTION

INTRODUCTION

This manual is designed to assist the project officer and staff in the planning and implementation of a Noncommissioned Officers School. It covers a description of the school, organization and duties of the staff, administration requirements, operations guidelines, and curriculum. In the Instruction section, in addition to goals and objectives for each class, there is also a teaching outline. This outline is not a substitute for the individual instructor researching their topic, but should be a guide in structuring the class and covering the appropriate material.

Any additions or suggestions for this manual or for the program should be directed to the Director of Cadet Programs, Minnesota Wing.

GENERAL INFORMATION

1. Noncommissioned Officers School (NCOS) is part of the Minnesota Wing Integrated Leadership Program (ILP), and is sponsored by the Cadet Programs Directorate, Minnesota Wing.
2. NCOS material covers instructional techniques, evaluation methods, and intermediate leadership laboratory skills.
3. The Cadet Programs Directorate, Minnesota Wing, will conduct the NCOS.
4. The time necessary to complete the NCOS is two and one half days.
5. The number of courses is 23, for a total number of curriculum hours of 20.25.
6. Prerequisites for NCOS are:
 - a. Students should be the grade of C/SRA or higher.
 - b. Students should have attended encampment as a basic cadet, but graduates of Airman Training School will be considered
 - c. Preference will be given to staff applicants who are NCOS graduates.
7. The Minnesota Wing NCOS package consists of the following:
 - a. NCOS Program Manual
 - b. Graduation Certificate
 - c. One set of Cadet Program Manuals
 - d. NCOS Textbooks, one per student

School Goal

The goal of the Noncommissioned Officers School is to provide the cadet with a foundation for the intermediate phases of the cadet training in Civil Air Patrol. NCOS stresses the fundamental aspects of instructional techniques, evaluation methods and intermediate leadership laboratory skills.

School Objectives

The graduate of Noncommissioned Officers School will demonstrate:

1. The ability to instruct a class or make a presentation on a CAP related subject.
2. The ability to drill a flight.
3. The ability to evaluate another cadet in drill and in inspection.
4. Expected performance: Each cadet will be responsible for all the material presented during NCOS.

School Philosophy

Civil Air Patrol is a national organization. As such, it is necessary that the cadet broaden their scope within the organization as their career develops. It is important that the cadet encounter qualified, competent leaders and instructors, and that they are allowed to interact with cadets from other units at their own peer group level.

The Noncommissioned Officers School supplements and reinforces the Phase II training offered at the local unit. Through actual experience each cadet learns instructional techniques, evaluation methods and intermediate leadership laboratory skills.

The Cadet NCO in Civil Air Patrol is responsible for much of the instruction that takes place within the local unit, both on the drill field and in the classroom. With this in mind each cadet makes at least one instructional outline and presents a class that could be used at their local unit. Specific instructional methods are covered prior to the assignment and resource material is made available.

One of the most important goals of the school is to provide instruction direction in the evaluation process. NCOS stresses the importance of being positive and objective in the evaluation of other individuals. The school provides an environment in which the cadet tests these theories in a structured and controlled setting. Specific direction is given from the school staff at all times.

The basic function of a CAP unit is to accomplish its mission with maximum efficiency. To reach this goal, each individual in the unit must perform their job promptly, correctly, and in accord with every other member of the unit. Such unity of action requires discipline. Discipline seems to bring a negative connotation with it, so the school redefines it in other terms. NCOS expands on these terms discussing group and self-discipline and how they apply in Civil Air Patrol.

NCOS is not intended to replace the unit training in drill and ceremonies, but rather to standardize and refine it. The intent of the drill and ceremonies instruction is to impart an understanding of the techniques necessary in teaching drill. In addition, it intends to create an appreciation for drill and ceremonies as a valuable and worthwhile training tool.

INSTRUCTION

Methods of Instruction

NCOS instruction is categorized as lecture, activity, and seminar. The material is presented first in lecture format and second by activity or seminar discussion to provide immediate reinforcement. At all times instruction in each area should be easy to understand, suitably paced, and very thorough.

The environment of the school is disciplined, but not so stressed as to interfere with the learning process. Creating a positive atmosphere allows for the thorough exchange of ideas, thereby providing a proper learning situation.

The Seminar

Throughout the course the use of the Seminar is one of the most important tools of NCOS. The Seminar is composed of a Seminar Instructor (senior), a Cadet Seminar Leader, and six to ten students. The students are assigned to a Seminar during the first evening. This Seminar remains together throughout the course (eating, working, drilling, etc.). The Seminar is used to reinforce the material that is given by the Instructor of a class. The Seminar Instructor discusses each class, and gives the individual within their seminar some practical experience to broaden their knowledge.

Curriculum

	Course Number	Duration
INTRODUCTION		
NCOS Introduction	20000	45 minutes
Feedback Seminar.....	20100	60 minutes
DRILL AND CEREMONIES		
Drill Terms	20400	30 minutes
The Drill Commander	20401	30 minutes
Drill Lab I.....	20402	60 minutes
Drilling the Flight	20403	45 minutes
Drill Lab II.....	20404	45 minutes
The Guidon/Color Guard	20405	60 minutes
Ceremonies	20406	45 minutes
Drill Lab III	20407	75 minutes
Honor Code, Cadet Oath, Core Values	20700	60 minutes
INSTRUCTIONAL METHODS		
Instructional Methods.....	20800	90 minutes
The Outline	20801	45 minutes
Assignment Research I.....	20802	45 minutes
Assignment Presentation I	20803	60 minutes
Assignment Research II.....	20804	90 minutes
Assignment Presentation II.....	20805	2 hours

NCO RESPONSIBILITIES

NCO Responsibilities.....	29900	30 minutes
EVALUATION		
Inspection Lab.....	21000	75 minutes
HUMAN BEHAVIOR		
Dynamic Subordinancy	21101	60 minutes
Human Behavior / Modification	21102	60 minutes
Conflict Resolution.....	21103	30 minutes

ORGANIZATION

This school is designed for a minimum of twenty-four and a maximum of fifty-four students with the grade of C/SRA to C/SMSgt. Students should be from more than one group. The school is organized into seminars to enhance the learning environment.

Position Descriptions - Senior Staff

Commandant / Project Officer: The Commandant is a senior member with advanced knowledge in the cadet program. This person should possess strong qualifications and skill in dealing with both senior and cadet members. The Commandant must be familiar with leadership laboratory skills. The Commandant should have served on the staff of an NCOS as a seminar instructor or be extremely familiar with the CAP Cadet Program. The primary responsibility of the Commandant is to insure that the NCOS program is properly implemented. This includes adequate logistical support as well as successful implementation of the academic program. They will follow the guidelines established in the NCOS Program Manual. The Commandant is responsible to the Director of Cadet Programs, Minnesota Wing.

Specific responsibilities include:

1. Ensuring that all the objectives are met.
2. Staff selection.
3. Supervising the implementation of the NCOS academic program.
4. Ensuring that proper housing and meal arrangements are made.
5. Ensuring the safety of every CAP member in attendance.
6. Ensuring proper coordination with facility personnel.
7. Ensuring appropriate maintenance of finance records.
8. Ensuring all CAP directives are followed.

As project officer they are individual responsible for the logistical and administrative aspects.

Instructors: The instructors are responsible for the planning, preparation, and execution of their classes. They must be thoroughly familiar with their specific topics and must be able to present them in an interesting and dynamic manner. In addition, they should set a good example to the cadets in all areas such as uniform wear and customs and courtesies. Instructors may be cadets or seniors.

Seminar Instructors: Seminar Instructors are senior members with knowledge of the cadet program with experience and skill in dealing with cadets. They are responsible for the safety, health and well being of the cadets. The seminar instructors provide senior member supervision of the cadets at all times throughout the activity. They will be available to the cadets for counseling, guidance and feedback. They will set an example to the cadets in uniform appearance and customs and courtesies. The Seminar Instructors also provide training and guidance to the Seminar Leaders. They are responsible for ensuring that the NCOS training program is progressing in a satisfactory manner. The Seminar Instructors quality is so important to the program that their availability drive the total number of attendees.

Assistant Seminar Instructors: Assistant Seminar Instructors are senior members with knowledge of the cadet program and with experience in dealing with cadets. This can be used as a training position to introduce members to the NCOS program. They are responsible to the seminar instructors and provide whatever assistance is necessary to ensure the flow of the program.

Support Personnel: Additional support personnel might be assigned at the discretion of the Commandant. These positions could include communications, logistics, and transportation, as needed depending on size or requirements of the NCOS. These positions may be cadet or senior.

Position Descriptions - Cadet Staff

Cadet Commander: The role of the cadet commander is to coordinate, command and control cadet activities in order to ensure successful completion of the NCOS mission. They monitor monitors the training to see that it is progressing in a satisfactory manner. They train, direct and monitor the cadet staff members to ensure that they are properly carrying out their responsibilities. They sets the standard and is an example for the cadet staff in matters of customs and courtesies, uniform wear, and military bearing, as well as maintaining a positive atmosphere and environment for both the staff and the students.

Seminar Leader: The seminar leader assists the seminar instructor in the training of the students. They monitor the health and well being of the students in the seminar. The Seminar Leader sets the standard for professional conduct. They assist in creating an environment that allows the students to practice their leadership skills. They assist individuals within the flight when they need any special assistance in learning the

course material. They maintain a positive attitude and environment and are enthusiastic about the NCOS program.

Seminar Assistant: The Seminar Assistant gives clear instructions and follows up to be certain that the seminar will be on time and prepared for activities. They insure that time is used effectively by the students. They maintain the discipline and customs and courtesies of their seminar group. The cadet seminar leader assigns and rotates a Seminar Assistant (similar to a Flight Sergeant) from within the seminar. The rotation should be done on the first day between reveille and lunch, and between lunch and lights out. On the second day the Seminar Leader will appoint a Seminar Assistant from reveille to the Awards Ceremony. This Seminar Assistant will return to the Seminar during the Awards Ceremony, the Seminar Leader shall assume the position of Flight Sergeant and the Seminar Honor Cadet shall assume the position of Seminar Leader for the Awards Ceremony. After the ceremony, the Seminar Honor Cadet shall serve as the Seminar Assistant until out-processing is complete.

Drill Instructor: The Drill Instructor (DI) is primarily responsible for ensuring that the standard for drill and ceremonies is met. They will be the instructors for all drill and ceremonies classes (unless directed otherwise by the commandant). The DI will set the example of professionalism, appearance and discipline. They will also set the example for conduct, uniform wear, customs and courtesies and the interaction of NCO's and officers. They will assist the seminar staff on the drill field assuring that the standard is taught and practiced correctly. They will maintain a positive attitude towards the NCOS, cadet program and the students/ The DI will be a senior cadet NCO that has attended encampment and NCOS.

Duty Officer/NCO: The Duty Officer/NCO (DO) is responsible for performing many of the administrative duties of the NCOS They conduct and manage in-processing and out-processing, as well as organizing and producing rosters. They will prepare the graduation certificates and awards certificates for the students and staff. They will also be responsible for taking picture during the NCOS (or arranging them to be taken). If a web site is posted for the NCOS they will be responsible for making sure it is up to date. The DO will also perform miscellaneous duties as required by the NCOS Commandant and staff. The DO will have attended encampment and NCOS.

PART TWO - ADMINISTRATION

Authority

Authority to conduct a Noncommissioned Officers School can only be granted by the Director of Cadet Programs, Minnesota Wing. The Director of Cadet Programs, Minnesota Wing, assigns the NCOS Commandant. If the schools set up on the Wing Calendar are insufficient to handle the number of eligible students, a commander wishing to have one in their area should contact the Director of Cadet Programs, Minnesota Wing to get an additional school scheduled and a Commandant assigned. A Minnesota Wing Form 7A must be completed and submitted to the Wing Vice Commander before any publicity starts.

Facility Request

Project Officers must request facilities as early as possible to ensure availability and to allow alternate planning. To use a military facility, this request must be coordinated through the Wing Liaison Office. The request contains the name of the activity, number of expected participants (include breakdown by number of male and female, and number of senior escorts), the type of facilities needed, the requested location, and the name and phone numbers of the Project Officer. (See Attachment A.)

Activity Promotion

Flyers: The ideal written advertisement for NCOS is a flyer, the purpose of which is to encourage cadets to attend. Each cadet should have the flyer to take home so that they/she or she and their/her parents have the time necessary to make the decision to attend. The flyer must present information as briefly as possible while still creating excitement about the activity. The facts to be included are activity title, sponsor, dates, deadlines, cost, application procedure and location, and also the name and phone number of a person to contact for more information. Descriptive information of the flyer about the activity should be brief and in headline form, four or five topics at the most. Graphics should be used to enhance the flyer, being careful to avoid cluttering the presentation or using improper material. Colored paper should be used to focus attention of the flyer. (See Attachment G)

Verbal Presentations: Verbal presentations are important to create enthusiasm and excitement as well as to further explain the activity. Knowledgeable cadet and senior staff members should make these presentations. The information to be covered at this presentation is dates, location, and cost. In addition include description about the school as well as why cadets should attend, what are the benefits to the cadet for attending and what are the benefits to the unit. Also, a personal presentation will allow for questions and answers about the activity. Use visual aids to enhance the presentation. NCOS flyers should be handed out during these presentations. Some examples of possible forums are

Wing Commanders Calls, Group Commanders Calls, Cadet Programs Conferences, Cadet Advisory Council meetings, and Unit Visitations.

Written Announcements: 1) Flyers/letters mailed to units. 2) Flyers/letters mailed to individual cadets. 3) Flyers/letters handed out at other activities. 4) Wing Calendar.

Radio Communications: The use of radio traffic in disseminating activity information is extremely important. Traffic should be transmitted at every point in the decision making process, i.e., announcement of the activity, when dates have been decided upon, application and deadline information, and any changes in previously made announcements. Traffic should be transmitted as often as is appropriate in all forms, i.e., VHF, HF, and Teletype. Use the radio...it's FREE!!!

Computer Generated E-mail/Web Sites: With the advent of computers in almost every home and CAP units e-mail addresses, it is very possible to send information very quickly to a vast number of members. The MNWG Cadet Program Directorate also maintains a Home Page on the World Wide Web. To have an activity announcement posted to the site, contact the Web Master at: **www.mnwg.cap.gov**.

Student Application Procedure

Students should apply as far in advance as possible. An application deadline of three weeks prior to the school has been established to allow for proper administrative and logistical coordination.

To ensure complete information cadets must apply on CAPF 31, "Application for Special Activities", with their squadron commander's certification and parent's signature completed. Payment (check made out to Minnesota Wing, CAP) must accompany the application. Applications will be sent to: Minnesota Wing Headquarters no later than 21 days prior to the activity.

Acceptance Letters

Each participant should receive a letter of acceptance indicating reporting time, date, location, uniform, and the name of a person to contact for additional information. In addition it should contain a number at the activity site in case someone is delayed on the road. Include an equipment list with the acceptance letter and a map if possible. This should be in the mail not later than ten days prior to the activity. In the case of non-acceptance, a letter should be mailed to the individual.

Military Support Authorization (MSA)

Activities held at a military facility require an MSA. To secure an MSA, the Project Officer must coordinate with the MNWG LO. MSA's must be approved by the MNWG LO.

Participation Letters

If the NCOS is not held at a military facility MSA's are not required, and a Participation Letter will be prepared in accordance with CAPR 10-3. All members attending the school will be listed and the school staff will be indicated (See Attachment R). This will serve as the official record of the participants.

Rosters

Rosters are prepared from the database and include students and staff. Seminar lists must be made available to Seminar Instructors and Seminar Leaders as well as other staff members that have the need for rosters.

Sign-In Procedures

A copy of the roster is used as the official sign-in or check-in roster. This allows for a quick determination of no-shows so a safety check can be made. Students are given billeting assignments, seminar assignments, and student materials.

Finance

Financial arrangements are the responsibility of the Commandant in accordance with CAP regulations. The school is planned close to a cost-only basis to participants. Careful analysis is given to the cost-per-person of billeting, meals, school provided supplies, transportation (if provided by the school), and any other anticipated administrative expenses. Specific financial record keeping is the responsibility of the Commandant. Records will include a listing of applicants and fees paid, a listing of expenses, and receipts.

Final Report

Upon completion of the school, the Project Officer is responsible for completion of and forwarding to MNWG Headquarters/CP:

1. Activity Report
2. Participation Letter
3. Finance Report
4. Promotional attachments
5. CAPF 78 Mishap Report Form
6. Demographics Form
7. Critique Summary

PART THREE - OPERATIONS

Preparation

This section provides guidelines for facilities and materials required for implementation of this school. The following are recommended:

Materials

- Administrative Supplies
- Computer, Printer
- Paper, pencils, pens, etc.
- Thumbtacks
- Rosters
- Graduation certificates (one per student and staff)
- Certificates of Appreciation

Manuals

- CAPM 50-1, Introduction to Civil Air Patrol
- Leadership 2000 and Beyond, volumes I & II
- CAPR 52-16, Cadet Program Manual
- CAPM 39-1, Civil Air Patrol Uniform Manual
- Minnesota Wing NCOS Program Manual
- AFMAN 36-2203 Drill and Ceremonies

Student supplies

- NCOS Textbook (one per student and staff)
- Guidons & Guidon Poles

Audio-visual equipment

- Slide projector
- Overhead projector
- Chalk board and/or white board
- Chalk, erasers and markers
- Felt Board and attachments

Medical supplies

- First aid kit
- Extra Band-Aids
- Moleskin

Presentation Aids

- Felt Board attachments for Drill Seminar
- Instructors Guides for Feedback Exercise

Facilities

It is important that facilities be selected which will support the goals and mission of this school. NOTE: Use of military facilities must be coordinated through the Minnesota Wing-USAF Liaison Office.

Billeting: Adequate and separate billeting must be provided for male and female students, keeping in mind the need for close supervision. In addition, the Project Officer must also ensure that adequate billeting exists to ensure "age separation" as outlined in CAPR 52-16. This must include shower and rest room facilities for both males and females with sufficient water for the number of personnel at the activity.

Meals: The school is responsible for providing five meals for the students and staff. A light snack on Friday night is also recommended. Care should be taken to provide a balanced diet. Meals can either be prepared on-site or purchased and brought in. Dining facilities must be capable of supporting three meals on Saturday and two meals on Sunday. The classroom should not be used as a dining facility.

Classrooms: At least one classroom must have adequate seating for all the students and staff (typically about 75 people). In addition, a seminar room shall be provided for each seminar (which should seat 15). The main classroom must have chalkboard or white board. Adequate lighting and ventilation is necessary for a proper learning environment. Rest rooms should be available nearby.

Drill Area: Drill area must be large enough for formations, for squadron drill and for the seminars to practice separately. The drill pad should be concrete or asphalt and level. This area must be free of moving vehicles.

Transportation: Transportation must be provided unless facilities are within marching distance.

IMPLEMENTATION

Staff-Student Interaction

At all times during this school it is essential that the cadet and senior staff remain highly visible and set examples of professional conduct. These examples provide the single greatest impression upon cadets during training.

In addition, the staff should be available for questions and feedback to students whenever possible to maximize and reinforce learning. Special attention should be given to evaluation of each student's problem areas and extra attention must be given for correction. This type of dynamic staff-student interaction should achieve a sense of

obligation for appropriate conduct and a feeling of acceptance and belonging within the Civil Air Patrol program.

Staff Selection

The Director of Cadet Programs is responsible for the selection of the NCOS Commandant. The selection of Commandant is very important to the success of the school. This individual must be familiar with the cadet program in general and the NCOS program in particular.

The Director of Cadet Programs is responsible for the selection of the project officer. The Minnesota Wing Commander via a Wing Personnel Authorization will confirm the appointment of the Project Officer. For this school the Commandant may choose to handle the responsibilities of the project officer.

The NCOS Commandant will select the instructors and the senior staff from seniors who have indicated an interest in participating. A publicity letter could be sent out to seniors who are interested in the cadet program to recruit individuals who might not otherwise be aware of the opportunity.

The NCOS Commandant will make the selection of cadet staff from applications consisting of: letter of intent, CAP resume, and CAP Form 31. To be eligible for Cadet Commander, the cadet must have attended NCOS as a seminar leader.

Staff Briefing/Meetings

For the initial staff briefing the Commandant and the project officer will brief the staff on the logistical and academic arrangements for the school. This will include a safety and medical briefing. (See Attachment S). Staff meetings will be held at the end of the day Friday and Saturday and at other times as required by the Commandant to facilitate the smooth running of the school. The meeting will include a discussion of the training as well as the schedule for the following day.

In-Processing

In-processing consists of ensuring that each cadet signs in for the activity, receives their student materials, seminar assignment, and billeting assignment.

Student Evaluations

Upon arrival at NCOS, students will be given a demographics form. This will assist the seminar instructor in assessing the experience of the student. Seminar instructors will get the completed form from the students at the first seminar meeting. These forms will be turned into the Commandant after the seminar instructor has reviewed them.

Cadet Staff Evaluations

Each seminar instructor will evaluate their/her cadet seminar leader at the end of NCOS. This evaluation will be for the benefit of the individual cadet staff member in an effort to focus attention on weaker areas, and to provide direction for self-improvement in the future.

School Evaluations (Critique)

Each student and staff member will fill out student critique forms. These will be filled out at the end of the last classroom session. The staff will review critiques.

A staff critique will be held at the final staff meeting. This is to highlight good points as well as problem areas and suggestions for improvement. Highlights from the student critiques should be read to the staff. A summary of the critique should be included in the final report.

Textbooks

Each student will receive a textbook when they arrive at NCOS. This textbook is designed to provide supplementary reading material that will reinforce the skills learned at NCOS. Seminar Instructors should refer students to sections of the textbook as appropriate.

Awards

Best Presentation Award: Each seminar will choose one cadet to present their final presentation to the NCOS. The Commandant will select the best of these to receive the best presentation award.

Seminar Honor Cadet: An Honor Cadet will be selected from each seminar. The seminar leader and seminar instructor will select this cadet. Selection will be based on attitude and performance during the NCOS.

NCOS Outstanding Cadet: This cadet will be one of the Seminar Honor Cadets who has shown overall the best attitude and performance during the Noncommissioned Officers School. The seminar instructors will make recommendation to the Commandant. Final selection is the responsibility of the Commandant. This Award is named for Lt Col Bruce Sexton of Minnesota Wing Headquarters. It honors his lifelong commitment to the Cadet Program and his long service in both the CAP as an officer and Armed Forces as a senior Non Commissioned Officer.

Graduation Ceremony

The graduation ceremony will be a standard formation held in accordance with AFMAN 36-2203 as practiced during the class on ceremonies. The cadet seminar leaders will take the position of flight sergeants. The Seminar Honor Cadet will take the position of flight leader. Cadets receiving the Best Presentation Award and the NCOS Honor Cadet Award will be called forward individually to receive their certificates from the Commandant. Certificates for the Honor Cadets will be their graduation certificates with a special designation on the certificate or a separate certificate indicating the award.

Seminar Instructors will then join the cadet seminar leaders and present the graduation certificates individually to each member of the flight.

Out-Processing

Out-processing takes place at the close of the activity. All cadets (including staff) must formally sign out of the activity. Each cadet must return this form to the Seminar Instructor whose signature will release the cadet. No cadet may leave the activity until this form has been completed.

Final Staff Meeting

A final staff meeting will be held after the cadets have signed out. No staff member, cadet or senior, may leave until dismissed by the Commandant or their designee. If transportation arrangements do not allow for this, the Commandant will schedule a "debriefing review" for all staff no later than 45 days following the close of the school.

PART FOUR - INSTRUCTION/OUTLINES

NCOS INTRODUCTION **20000**

Instructor:	NCOS	Commandant
Lecture		
Reference:	NCOS	Program Manual
45minutes		
	Prerequisite:	None

DESCRIPTION

Educational Goal: To develop an understanding of the environment and the objectives of the Noncommissioned Officers School.

Objectives: Each student will be able to:

1. List the three schools in the Integrated Leadership Program.

NCOS CLASS OUTLINE

2. List the three program areas covered in the NCOS.
3. Adhere to the standards of conduct during the school.

OUTLINE

I. Integrated Leadership Program

A. Basic Cadet School

1. Group or Squadron level, cosponsored by MNWG/CP
2. Material available from MNWG/CP
3. Introduction to CAP, overview of Phases I and II

B. Noncommissioned Officers School (NCOS)

1. Wing level school
2. Held one to two times per year.
3. Standardize training, supplement and reinforce training received at local units

C. Basic Cadet Officer Course (BCOC)

1. Wing Level School
2. Held once each year, one week long
3. College type atmosphere
4. Officer skills - Leadership, Management, communications

II. Outcome of NCOS

A. Reinforce leadership lab skills, chance to practice

B. Instruction/presentation

1. Most of instruction at local units done by NCO's
2. Will learn techniques
3. Chance to practice both in the classroom and on the drill field

C. Evaluation

1. NCO's evaluate their subordinates
2. Must be positive and objective
3. Chance to practice technique

NCOS CLASS OUTLINE

D. Attitude and discipline

- 1. Discipline not negative - structure**
- 2. Must have discipline to accomplish mission**

E. Drill standardization

- 1. Standardize AFMAN 36-2203 throughout Wing**
- 2. Dispel myths and rumors**
- 3. Shows how to use as training tool**
- 4. Teach proper ways to instruct and evaluate**
- 5. Refine procedures for ceremonies**

F. Interaction

- 1. Students from other units**
- 2. Ask questions of cadet and senior staff**
- 3. Find out what is beyond your own unit**

III. School atmosphere

A. Seminars

B. Individual responsibility

- 1. Everyone addressed as sergeants-equality**
- 2. Behavior**
- 3. Image**
- 4. Participation**
- 5. Quarters**
- 6. Busy schedule**
- 7. Personal Time**

C. Honor Cadet - each seminar

- 1. Participation – active, quality**
- 2. Image**
- 3. Uniform**
- 4. Bearing**
- 5. Behavior**
- 6. Attitude**
- 7. Quarters**

D. Safety

- 1. Indoor**
- 2. Outdoor**

NCOS CLASS OUTLINE

a.Roadguards

b.Flashlights

3. Building evacuation

E. House rules

1. Uniforms

2. Doors

3. Lights out

IV. Standards

A. Minnesota Wing standards

B. Challenge to students

NCOS CLASS OUTLINE

FEEDBACK SEMINAR 20100

Instructor: Seminar Instructors
Reference: NCOS Program Manual

Seminar
60minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To provide the students with a practical demonstration of the value of feedback.

Objectives: Each student will be able to give an example from the exercise where feedback was effective.

Note to instructor: This will be your first opportunity to meet your seminar and get acquainted.

OUTLINE

I. Get acquainted exercise

II. Feedback exercise

A. Reproduce drawing with no feedback

- 1. Ask group to think of an airplane that they want to draw. You leave the room.**
- 2. Return to the room after 2-3 minutes.**
- 3. Draw what YOU are thinking of.**
- 4. Ask members if this is what they were thinking of**

B. Reproduce drawing with feedback

- 1. Conduct same exercise as above, but take feedback to help fill out the drawing of what they are thinking of.**
- 2. Strive members to bring out the detail (engine size, crew number, wing type, etc.)**
- 3. Your drawing should be much closer to their idea now.**

C. Debrief exercise

- 1. Leaders cannot know what their subordinates are thinking if there is no feedback.**
- 2. Feedback is two ways. Leaders must give it to followers about their work. Followers must give it to leaders about theirs.**
- 3. Always be sure to ask for, and to receive feedback graciously**
- 4. Always give feedback with improvement in mind (no snide comments, derogatory remarks, etc.)**

NCOS CLASS OUTLINE

DRILL TERMS 20400

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
30minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To standardize drill and ceremonies within the wing according to the AFMAN 36-2203.

Objectives: Each student will be able to:

1. Define the terms rank, file, dress, cover, distance, interval, in-line, in-column, pace, cadence, quick time, double time, and slow time.
2. Name five types of commands and describe each.
3. Name the four rest commands.

OUTLINE

I. Units

- A. Squadron**
- B. Flight**
- C. Element**
- D. Individual**
- E. File**
- F. Rank**

II. Flight formation

- A. In line**
- B. In column**
- C. Spacing**
 - 1. Distance**
 - 2. Interval**
- D. Alignment**
 - 1. Cover**
 - 2. Dress**
- E. Sizing the flight**

NCOS CLASS OUTLINE

III. Pace/Cadence

A. Step (step length)

- 1. Pace (24-inch step)**
- 2. Half step**

B. Cadence (rate)

- 1. Quick time**
- 2. Double time**
- 3. Slow time**
- 4. Mark Time**

IV. Rest positions

A. Parade rest

B. At ease

C. Rest

D. Fall out

V. Commands

A. Preparatory

B. Command of Execution

C. Combined

D. Supplementary

E. Informational

F. Mass

VI. Inappropriate commands (commands not in AFMAN 36-2203), or commands commonly used incorrectly

A. Cover Down

B. Belay That

C. Guide Right

D. By Your Leave (Replace with friendly greeting)

E. Command, Sir

F. Under My Command

NCOS CLASS OUTLINE

THE DRILL COMMANDER **20401**

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
30minutes
Prerequisite: 20400

DESCRIPTION

Educational Goal: To develop an understanding of the role of the drill commander on the drill field.

Objectives: Each student will be able to:

1. Describe the position of the commander when giving commands to the flight.
2. List five characteristics of a command voice.
3. Demonstrate deep breathing, command voice loudness exercises.

OUTLINE

I. The command voice

A. Voice characteristics

- 1. Loudness**
- 2. Projection**
- 3. Distinctness**
- 4. Inflection**
- 5. Snap**

B. Exercises

- 1. Deep Breathing (Huh, Hah)**
- 2. Arm Raising**

C. Cadence of commands

II. General rules

- A. Be at attention when giving commands**
- B. Be in step while marching**
- C. Face troops (large formations excepted)**
- D. Cadence of the command**
- E. Commands on proper foot**
- F. "As you were"**

NCOS CLASS OUTLINE

- G. Do not give commands too close to the unit**
- H. Direct commands to part of unit farthest away**
- I. Avoid giving commands from rear of unit**

III. Environment

- A. Be aware of environment around unit**
- B. Do not disturb other groups around your unit, i.e., hospitals, churches**
- C. Do not over-project - Give commands loud enough for the farthest member of the unit to hear. It is not necessary to command the whole base.**

NCOS CLASS OUTLINE

DRILL LAB I **20402**

Instructor: Seminar Instructors
Reference: AFMAN 36-2203

Activity
60minutes
Prerequisite: 20401

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice commanding a flight on the drill field.

Objectives: Each student will be able to:

1. Demonstrate the proper method for giving commands on the drill field.
2. Demonstrate the proper position of the drill commander relative to their flight.
3. Give right and left column movements to the flight on the correct foot and in correct cadence.

NOTES TO SEMINAR INSTRUCTORS: This is a practice session. Each student should have at least one opportunity to practice drilling the flight. Concentrate in this session on the student as a drill commander (Command voice, bearing, commands on correct foot, correct words, timing, cadence). Watch other seminars drilling and critique the commander (politely!).

NCOS CLASS OUTLINE

DRILLING THE FLIGHT **20403**

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
45minutes
Prerequisite: 20402

DESCRIPTION

Educational Goal: To develop an understanding of ways to evaluate a flight when drilling.
To give the NCO some teaching techniques and tools

Objectives: Each student will be able to:

1. Describe four tools to use in teaching drill and list a benefit to be gained from each.
2. List five things to look for when evaluating a flight.

OUTLINE

I. Methods of instruction

- A. Demonstration (self, other cadets)**
- B. Repetition**
- C. Reinforcement**
- D. Observing others and learning from their mistakes**
- E. Mass commands (command voice, timing, accuracy of commands)**
- F. By the numbers (execution, precision)**
- G. Hand salute (training purposes only)**
- H. Individual Commands**
- I. Competitive exercises**
 - 1. Flight competition**
 - 2. Drill down**

II. General rules

- A. Never look away from flight**
 - 1. Every mistake must be corrected**
 - 2. If mistakes go uncorrected the cadet will believe they/she has done the movement correctly.**

NCOS CLASS OUTLINE

III. Evaluating the flight

- A. Turns and columns (execution, pivot)**
- B. General appearance, bearing**
- C. Arm swing/arms during pivots**
- D. Eyes/heads up**
- E. Pace**
- F. Alignment**
- G. Phase**
- H. Hands cupped**

IV. Evaluating Flight Commander

- A. Control of troops (Marching into walls, moving cars, etc.)**
- B. Command voice (distinct, volume, snap, projection, inflection)**
- C. Position in flight (can they see what is going on?)**
- D. Military bearing**
- E. Personal appearance**
- F. Accuracy of commands (foot, cadence, words)**
- G. Immediate corrections (distinct and concise)**
- H. Maintenance of cadence**
- I. Sensitivity to needs of flight members (jackets, sun in eyes, fatigue, breaks)**
- J. Positive reinforcement**
- K. Use of element leaders for individual instruction**

NCOS CLASS OUTLINE

DRILL LAB II 20404

Instructor: Seminar Instructors
Reference: AFMAN 36-2203

Activity
45minutes
Prerequisite: 20403

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice drilling and evaluating a flight.

Objectives: Each student will be able to drill a flight and provide feedback to the flight members.

NOTES TO SEMINAR INSTRUCTORS: This is a practice session. Each student should have at least one opportunity to drill the seminar. Concentrate on the commander's ability to control the flight, and their evaluation and feedback to the flight members.

NCOS CLASS OUTLINE

THE GUIDON/ COLOR GUARD 20405

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
60minutes
Prerequisite: 20401

DESCRIPTION

Educational Goal: To instruct students in the manual of the guidon and the color guard.

Objectives: Each student will be able to:

1. Demonstrate the positions of carry guidon, parade rest, individual salute, and present arms.
2. Describe the composition of a color guard.
3. Demonstrate right and left abouts.

OUTLINE

I. Manual of the guidon

- A. Definition of guidon (swallow tailed organizational flag carried by smaller units)**
- B. Purpose - to identify unit**
- C. Difference between guide, guidon, and guidon bearer**
- D. Carry guidon - facings, alignments, marching (kept 6" from ground)**
- E. Execute carry - how and when**
- F. Double time**
- G. Present arms/present guidon**
- H. Individual salute**

II. Color Guard

- A. Members of the color guard**
 - 1. Flag bearers - NCOs**
 - 2. Guards - NCOs below SSgt**
 - 3. Junior flag bearer carries CAP flag**
 - 4. Senior flag bearer carries US flag - commander**

NCOS CLASS OUTLINE

5. US flag on right

B. Movements

- 1. Formed and marched in one rank at close interval**
- 2. Right/left abouts instead of to the rear or about face**
- 3. Half right/left abouts instead of facing movements**
- 4. Mark time then halt**
- 5. Pivot is man closest to direction of turn**

C. Manual of the colors

- 1. Order - vertical**
- 2. Carry - slung, vertical - slightly inclined**
- 3. Parade rest - from order, kept vertical**
- 4. Salute - how (US flag does not)**

NCOS CLASS OUTLINE

CEREMONIES **20406**

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
2hours
Prerequisite: 20401

DESCRIPTION

Educational Goal: To develop an understanding of ceremonies and to standardize ceremonies used by referencing AFMAN 36-2203.

Objectives: Each student will be able to:

1. Describe the positions of flight sergeant, first sergeant, flight commander and squadron commander in a standard ceremony.
2. Find a reference in AFMAN 36-2203 when questions arise about ceremony.

OUTLINE

- I. Purpose of ceremonies**
- II. Symbols used in diagrams**
- III. Standard ceremony:**
- VI. Form the squadron in line**
- VII. Inspection of squadron**

NCOS CLASS OUTLINE

DRILL LAB III **20407**

Instructor: Seminar Instructors
Reference: AFMAN 36-2203

Activity
75minutes
Prerequisite: 20406

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice the positions in a standard ceremony.

Objectives: Each student will be able to perform the positions of flight sergeant, first sergeant, flight commander, and squadron commander in a standard ceremony.

NOTES TO SEMINAR INSTRUCTORS: The staff will have reviewed AFMAN 36-2203 and will have practiced the formation to refresh their memories. The staff will demonstrate the ceremony for the students. One instructor will direct the ceremony to insure it is done correctly. Students should not be in formation so they can see what is happening. An instructor should be describing the various parts of the ceremony to the students while it is taking place.

Students should then practice the ceremony in at least two different positions (not as member of the flight). Staff should be available and involved giving correction and assistance as needed and providing feedback.

NCOS CLASS OUTLINE

THE CADET HONOR CODE, CADET OATH & CAP CORE VALUES **20700**

Instructor: Cadet Commander
Reference:

Lecture
CAPP 50-2 60 minutes
Prerequisite: None

DESCRIPTION

Educational Goal: To increase the students understanding of the Cadet Honor Code & CAP Core Values and their implications and the value to him as a cadet and as an individual.

Objectives: Each student will be able to:

1. Define lying, cheating and stealing in the context of the cadet honor code.
2. Explain the purpose for the toleration clause of the honor code and explain why it is necessary
3. Explain the importance of the Cadet Honor Code and CAP Core Values in terms of training experience and in terms of personal integrity.

OUTLINE

I. The Cadet Honor Code

On my honor as a Civil Air Patrol Cadet, I will not lie, cheat, steal, nor tolerate those who do.

II. Intent

III. Definitions

- A. Lying - Making a statement which is intended to deceive or mislead.**
- B. Cheating - Giving or receiving unauthorized assistance.**
- C. Stealing - The acquisition of property of another without specific authority.**
- D. Tolerating - Allow without prohibiting or opposing.**

IV. Implementation

NCOS CLASS OUTLINE

The cadet oath

I pledge that I will serve faithfully in the Civil Air Patrol Cadet Program and that I will attend meetings regularly, participate actively in unit activities, obey my officers, wear my uniform properly, and advance my education and training rapidly to prepare myself to be a service to my community, state and nation.

NCOS CLASS OUTLINE

CAP's CORE VALUES

The core values of Civil Air Patrol establish a common set of behavioral expectations as well as a set of standards to assess member conduct. The values of ***Integrity, Volunteer Service, Excellence,*** and ***Respect,*** serve as the ethical framework for CAP's service to America.

1. *Integrity:* This is the very fiber of all core values; without it all other core values cannot prevail. It is the cornerstone for all that is moral and just in our society. It is more than simple honesty. It embraces other attributes such as courage, responsibility, accountability, justice, openness, self-respect, and humility. Lastly, this core value means CAP members must practice the highest standards of self-discipline.

2. *Volunteer Service:* CAP adopted this core value because it reflects the very essence of the organization—service to humanity. All CAP volunteers willingly give of their time, energy, and personal resources. Moreover, many have made the ultimate sacrifice by losing their lives while serving the organization. As a minimum, this core value implies a commitment on the part of all CAP members to place the organization's purposes first and foremost. This process starts with the member's agreement to obey the rules and regulations of CAP and the Air Force. In this regard, self-discipline is an absolute must.

3. *Excellence:* This core value reflects CAP's continuous effort to be the very best, and to consistently improve its humanitarian service to America. From personal appearance to resource management, excellence must be the goal of all CAP members.

4. *Respect:* CAP members come from all walks of life. Therefore, it is extremely important that members treat each other with fairness and dignity, and work together as a team. To do otherwise would seriously impair CAP's capability to accomplish the mission.

The core values outlined above serve as the foundation for how CAP members treat one another; how they treat the recipients of CAP's humanitarian service; and how they care for the corporate assets under their control. These basic commandments form CAP's ethical centerline – a moral compass for the organization. If one member fails to uphold these values, then, in a way, the entire organization suffers. Consider the following example: When preflighting an aircraft, the CAP pilot notices what appears to be minor damage to the leading edge of the wing. It seems like a small problem at the moment, so he disregards it and flies a cadet orientation flight. After landing, he notices the damaged area has degraded severely. Which of CAP's core values did the pilot violate?

Essentially, all of them were violated. Integrity was compromised, "self" was placed before "service," excellence was ignored, and there was no respect shown for the safety of the cadet passengers.

NCOS CLASS OUTLINE

INSTRUCTIONAL METHODS 20800

Instructor: Staff
Reference:

Lecture
None **90minutes**
Prerequisite: 20000

DESCRIPTION

Educational Goal: To instruct the student on techniques to use in presenting a class.

Objectives: Each student will be able to:

1. List three parts of a well-organized presentation.
2. List five visual aids that could be used in presenting a class

OUTLINE

I. Preparation

- A. Clear objectives**
- B. Familiar with material**
- C. Know audience**
- D. Organize presentation**
 - 1. Introduction**
 - 2. Development**
 - 3. Conclusion or summary**
- E. Practice**

II. Delivery

- A. Environment**
- B. Motivate audience**
- C. Style**
 - 1. Simple words**
 - 2. Sentence structure**
 - 3. Transition words and phrases**
 - 4. Voice control**
 - 5. Speed of delivery**
 - 6. Clear and distinct**
 - 7. Gestures**

NCOS CLASS OUTLINE

8. Appearance or image

D. Teaching aids

- 1. Overhead projector**
- 2. Blackboard**
- 3. Felt board**
- 4. Slides**
- 5. Movies**
- 6. Flip charts**
- 7. Models**
- 8. Improvise**

NCOS CLASS OUTLINE

THE OUTLINE 20801

Instructor: Staff
Reference: NCOS Textbook

Lecture
45minutes
Prerequisite: 20802

DESCRIPTION

Educational Goal: To improve the student's ability to make outlines to assist in giving a presentation.

Objectives: Each student will be able to prepare a topic outline.

OUTLINE

I. The outline

A. What it is

B. Why would you want to use one

II. Structure

A. Introduction

B. Development

1. Point

2. Point

3. Point

C. Conclusion or summary

NCOS
CLASS OUTLINE
ASSIGNMENT RESEARCH I
20802

Instructor: Seminar Instructor
Reference:

Seminar
None 45minutes
Prerequisite: 20800

DESCRIPTION

Educational Goal: To provide the student an opportunity to practice preparing an actual presentation.

Objectives: Each student will be able to prepare a presentation.

NOTES TO SEMINAR INSTRUCTORS: Each student should prepare for their oral presentation. The presentation should be no more than three minutes in length on any CAP or aviation related subject.

As the purpose of the assignment is to learn to give oral presentations, the student should prepare something where they are already familiar with the content. In this way they can concentrate on the process rather than the content.

During the preparation period the Seminar Instructors and Seminar Leaders should circulate among the seminar members and provide whatever assistance is needed. This could include assistance with writing outlines, assistance with the organizing of the presentation including an introduction, body, and conclusion.

NCOS CLASS OUTLINE

ASSIGNMENT PRESENTATION I **20803**

Instructor: Seminar Instructor
Reference:

Seminar
None **60minutes**
Prerequisite: 20801

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice making oral presentations.

Objectives: Each student will be able to make a short oral presentation to seminar.

NOTES TO SEMINAR INSTRUCTORS: Each student will make a short presentation, (maximum 3 minutes) on a subject relating to aviation or CAP.

After each presentation, instructors will lead a short critique. Encourage participation of the other students in the seminar. Students should identify thing they liked about the presentation as well as opportunities for improvement in the second presentation.

Have each student identify three things that they liked about the presentation and three things they would like to work on for the next presentation.

Seminar instructors are responsible for maintaining a time schedule.

NCOS CLASS OUTLINE

ASSIGNMENT RESEARCH II **20804**

Instructor: Seminar Instructor
Reference:

Activity
None 90 minutes
Prerequisite: 20803

DESCRIPTION

Educational Goal: To allow the student practice in preparing for an oral presentation.

Objectives: Each student will be able to:

1. Prepare for a 5-minute oral presentation.
2. Practice their presentation.

NOTES TO SEMINAR INSTRUCTORS:

Students should prepare for their oral presentation. The presentation should be no more than five minutes in length on any CAP or aviation related subject. As the purpose of the assignment is to learn to give oral presentations, the student should prepare something where they are already familiar with the content. In this way they can concentrate on the process rather than the content.

During the preparation period the Seminar Instructors and Seminar Leaders should circulate among the seminar members and provide whatever assistance is needed. This could include assistance with writing outlines, assistance with the organizing of the presentation including an introduction, body, and conclusion.

This second presentation is a separate presentation, not an extension of the first.

NCOS CLASS OUTLINE

ASSIGNMENT PRESENTATION II **20805**

Instructor: Seminar Instructor
Reference:

Seminar
None **2Hours**
Prerequisite: 20804

DESCRIPTION

Educational Goal: To allow the student practice in giving an oral presentation.

Objectives: Each student will be able to give an oral presentation

NOTES TO SEMINAR INSTRUCTORS: Each student will present a five minute oral class on a subject related to CAP or aviation. At the end of each presentation there will be a short critique. Identify areas that you liked about the presentation. Include items that were improved over the first presentation. Identify opportunities for growth. This is a separate presentation from the first presentation.

NCOS
CLASS OUTLINE
NCO RESPONSIBILITIES
20900

Instructor:
Reference:

Staff
None
Prerequisite: All

Lecture
30minutes

DESCRIPTION

Educational Goal: To highlight leadership principles and to provide students with an overview of the NCO's role in the cadet program.

Objectives: Each student will be able to:

1. Identify three responsibilities the NCO has to their superiors.
2. Identify five responsibilities the NCO has to their subordinates.
3. Identify four responsibilities the NCO has to their peers.

OUTLINE

I. Skills learned at NCOS

A. Drill

- 1. Standardizing individual drill**
- 2. Drilling others**
- 3. Evaluating others**
- 4. Manual of the guidon**
- 5. Color Guard**
- 6. Ceremonies**

B. Presentations

- 1. Preparation**
- 2. Organization**
- 3. Outlines**
- 4. Presentation**

C. Uniforms

- 1. Standardization**
- 2. Evaluation**

II. The NCO is responsible to:

A. Superiors

- 1. Obeying orders**
- 2. Keeping them informed**

NCOS CLASS OUTLINE

3. Using initiative

4. Training

5. Planning

B. Subordinates

1. Setting the example, standards

2. Training

3. Motivating

4. Correcting

5. Counseling

6. Keeping them informed

7. Evaluating

8. Planning

9. Conducting drill and ceremonies

C. Peers

1. Keep informed

2. Giving assistance

3. Setting the example

4. Counseling

5. Motivating

III. Respect

A. Superiors

1. Position - responsibility

2. Person - achievement and knowledge

B. Peers

1. Position - responsibility

2. Person - achievement and knowledge

C. Subordinates

1. Everyone has value

2. You have your position only because they are there they are there because they want to be

NCOS
CLASS OUTLINE
INSPECTION LAB
21000

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
75 minutes
Prerequisite: None

DESCRIPTION

Educational Goal: To instruct students on methods for conducting inspections including attitude, constructive criticism, examples and evaluation techniques.

Objectives: Each student will be able to:

1. Instruct others in the proper wear of the male and female service and utility uniforms.
2. Give an example of positive feedback in an inspection.
3. Give an example of constructive criticism in an inspection

OUTLINE

- I. Uniform as a means of identifying with a group**
- II. Uniform as tool in bearing**
- III. Reference documents for CAP uniforms**
 - A. CAPM 39-1**
 - B. CAP News**
 - C. MNWG 39-1 Supplement**
- IV. Fine points in uniform wear**
 - A. Mandatory vs. Optional uniform items**
 - B. Traditions in MNWG**
 - 1. Ribbons**
 - 2. Officer caps**
 - 3. Coroframs**
 - 4. Squadron/Activity patches**
 - C. Blue service uniform**
 - 1. Mandatory items**
 - 2. Optional items**
 - 3. Acceptable outer garments**
 - 4. Items in pockets**
 - 5. Shoes (Leather vs Plastic)**
 - D. Utility uniform**

NCOS CLASS OUTLINE

- 1. Mandatory items**
- 2. Optional items (patches with locations)**
- 3. Belts (Silver and subdued buckles)**
- 4. Acceptable outer garments**
- 5. Crease locations**

E. Care of uniforms

- 1. Washing**
- 2. Ironing**

F. Optional items

- 1. Shirt stays**
- 2. Blousing bands**

G. Wing CC authorized optional items

- 1. Ascots**
- 2. Leggings**
- 3. Service cap**
- 4. Shoulder cords**
- 5. White gloves**
- 6. Pistol belts**
- 7. White laces**
- 8. Berets**

V. Inspection and evaluation

A. Inspection purposes

- 1. Determine what is correct**
- 2. Determine what needs correction**

B. Procedure

- 1. Compose a list of items to check**
- 2. Plan inspection team duties**
- 3. Provide feedback (positive and negative) to each person inspected**
- 4. Always find something good about each person**
- 5. Notice if something has improved from last time**

NCOS CLASS OUTLINE

DYNAMIC SUBORDINANCY **21101**

Instructor: Staff
Reference:

Lecture
60 minutes
Prerequisite: None

DESCRIPTION

Educational Goal: To instruct students on the responsibilities of being a dynamic follower, and to develop the skills that allow for active participation.

Objectives: Each student will be able to:

1. Understand the importance of active and dynamic followers.
2. Give an example of an appropriate time and manner to give criticism as a follower.
3. Understand the importance of only executing legitimate and legal orders and directives.

OUTLINE

A. What is Dynamic Subordinancy?

1. Define terms
2. Put those two definitions together and you have a follower that produces energy, motion and change.

B. Being a dynamic subordinate.

1. The different levels of being a subordinate.
2. Leaders want discipline in their followers.
3. Subordinate's responsibility to provide feedback.
4. Feedback doesn't mean you always agree with your leader.
5. Feedback does not mean ignoring order or directives.

C. Qualities of a dynamic subordinate

1. Not a "yes" man or patsy.
2. Champion their opinion and ideas
3. Willing to make a difference.
4. Feedback is not complaining, it is bringing problems to light and being willing to make a difference about them.

NCOS CLASS OUTLINE

HUMAN BEHAVIOR / MODIFICATION

21102

Instructor: Staff

Lecture

Reference:

60 minutes

Prerequisite: None

DESCRIPTION

OUTLINE 1. WHY PEOPLE REACT THE WAY THEY DO.

- A. Situation**
- B. Previous experience**
- C. State of mind**
- D. Outside factors.**

2. Once you know WHY someone is reacting a certain way, then YOU can react more properly.

- A. Always make an informed decision/reaction to a given situation.**
- B. Do not over-react.**
- C. Be objective (do not let your own views play too large of a role in how you react)**
- D. Examples**

3. Modifying Behavior

- A. Reinforcement**
- B. Positive**
- C. Negative**
- D. Neutral**

4. Using reinforcement effectively and dynamically.

- A. Situational**
- B. When in doubt, use positive**
- C. Think before acting**

5. NCO's and disciplinary actions

Immediate

Complete

Fair

Consistent

Accurate

NCOS CLASS OUTLINE

Conflict Management / Resolution 21103

Instructor:

Reference:

Staff Lecture

None 30minutes

Prerequisite: All

DESCRIPTION

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OUTLINE

1. Identify the issue
2. Separate the involved parties
3. Get a statement from each involved party
4. Get a third party statement
5. Analyze information
6. Formulate solution
7. Run solution by peers (if possible)
8. Bring involved parties together
9. Communicate solution
10. Request feedback
11. Implement solution and FOLLOW THROUGH
(unless your information changed)

PART FIVE - PROJECT OFFICERS GUIDE

Facilities

Submit a letter to the USAF-CAP Liaison Office (MNWG LO) requesting facilities.

The letter should contain the following:

1. Name and date of the activity
2. Number of personnel expected including a breakdown by number of males and females, cadets and seniors
3. Types of facilities needed
4. Classrooms, number and size
5. Meals - how many meals, if any, will be required.
6. Request linen if needed, or mention that participants will be bringing sleeping bags/pillow and will not need linen.
7. Request transportation if needed.
8. Name and phone number where project officer or other suitable contact might be reached, both day and evening

Copies of this request must be sent to Minnesota Wing Headquarters, to the attention of the Wing Commander and the Director of Cadet Programs.

MNWG/LO will produce a letter to the facility using the information from the project officer request. When the facility responds to MNWG/LO the project officer is notified and provided with a point of contact (name) and telephone number. The project officer should contact this person as soon as possible.

Billeting

Project officer will supply base contact with information about how many personnel will require billeting, and numbers of male and female, seniors and cadets. For schools such as these, an exact count will not be available until about a week or ten days before the activity. Give the contact as good an estimate as you can and follow up with more accurate information.

Discuss what type of billeting will be available. Determine if possible if the billeting will be open bay, cubbyholes, or separate rooms. Also determine if we will be sharing the billeting with others. (For CAP activities it is always best if we can arrange to be isolated. This allows for easier control.) This information will allow you to determine how to assign student billeting, where cadet and senior staff will be assigned.

Determine check-in requirements and procedures. Can one person check in for the group or will each individual need to sign in? Will there be any cost for the billeting? If there is a cost, is it for linens or maid service? We prefer not to have maid service for this activity.

Will keys be available for rooms or building? Will linen be required or will the personnel bring sleeping bags? For NCOS the students are asked to bring sleeping bags. This is to avoid the time and hassle of checking linen out and in. Racks are not used as a tool at NCOS due to time limitations. Assuming participants are bringing sleeping bags, can a few sets of linen be checked out if someone forgets linen?

Note: If any special billeting will be required, for example if any dignitaries will be present that might like to have BOQ. Note that BOQ space is not always available, regardless of how important the dignitaries may be.

Determine checkout requirements and procedures.

Meals

If the base dining hall is to be used for meals, supply base contact with information on which meals will be required and for how many people.

Determine following information from base contact:

1. Dining hall schedule (Is there a particular time that the dining hall would like us there? Is there a time when we can come and not slow d own their normal progress? If we can come at a slow time, then we can proceed quickly and not slow down our schedule.)
2. Prices of meals
3. Can we pay by one check at end of meal, day, or activity?
4. Location of dining hall
5. Is it within walking distance from other facilities or will transportation be required

If we choose to cater our own meals, is there a room or facility available to serve?

Catering our own meals could mean buying complete meals, having meals prepared and brought in, or cooking or assembling meals on sight. This requires coordination with the facility on location for preparing/serving meals. In addition, it requires coordinating with a caterer or supplier for the food, time, etc.

Classrooms

NCOS needs one classroom that will hold all the participants, students and staff (typically about 75 people). Activity in the room is lectures. Tables are convenient for the students to take notes. Chalkboard or white board and podium are convenient for the instructor. Microphone is normally not necessary for this activity.

In addition, six seminar rooms are used that will hold about 15 people. Activities in these rooms includes group discussion, preparation for oral presentations, and making oral presentations.

Classroom and seminar rooms are needed for the entire course including Friday night.

Determine from base contact:

1. How many classrooms are available, and of what size?
2. Are they available for the entire course?
3. What are the arrangements for keys, etc.?
4. Where are classrooms located?
5. What are the checkout procedures, if any?

Drill Area

NCOS needs a Drill area that is concrete or asphalt, level, and free of moving cars. Normal schedule requires this area Saturday morning, and late afternoon or evening , and Sunday morning.

Determine from base contact:

1. Where is drill area?
2. Are there any restrictions?
3. Will we need to rope it off to keep vehicles out?
4. Is there anyone we need to contact to use it?

Additional Facilities

Determine with the assistance of the schedule and the Commandant if any additional facilities will be needed and discuss these with the base contact.

Base contact

Determine from the base contact whom you can contact during the activity and the phone number in case questions or problems arise? This could include any facility related problems including billeting, meals, charges, heat, air conditioning, etc. Also determine whom to contact in case you have a medical emergency. Keep a copy of CAPR and AFR that covers care of CAP personnel at military hospitals in case of emergency.

Obtain, if possible, a phone number to give out to students and staff in case a problem arises with their arrival.

Publicity

Flyer : A flyer should be printed up with the basic information about the course, date, location, application deadline, and a name and number of someone to contact for further information. For NCOS these should be printed up on blue paper or with blue ink on gray

or other neutral paper. Obtain a set of mailing labels for all cadet and composite units as well as for groups. Mail flyers out so that they will be received at the units at least month ahead of the application deadline. Flyers could be sent out to eligible cadets individually, once we are able to obtain an appropriate database to screen for eligibility.

Letter : A letter designed for an all-units mailing could be prepared and sent out in addition to the flyer. This could have additional information such as information about applying for staff, either senior or cadet. Time it so that letters go out two weeks ahead of the flyers, then the flyers could serve as a reminder.

Staff Appointment

Appointment of the staff, both cadet and senior, is the responsibility of the Commandant. The project officer might be involved with this process from an application standpoint, as well as in making recommendations to the Commandant. Supply copies of the program manual to the staff prior to the school.

At this time there are no set visual aids for the class outlines. Instructors are encouraged to create those aids that will assist their presentation (PowerPoint, diagrams, etc.). Instructors that are willing to leave their aids (or a copy of them) with the NCOS will be reimbursed for their costs.

Supplies

Textbooks : Need one per each student and staff member to hand out at the activity. Have additional copies printed up if needed. Try to get an original copy of text from which to make the books.

Certificates: Need to have one per student and staff member in attendance, typed up with names. Better to have an additional supply in case of errors in typing. Certificates are printed with blue ink on a parchment background. Obtain a black and white from which to make the copies. This can sometimes be a scheduling problem as printers will not always print with a colored ink every day. Be sure to allow sufficient time before the activity. The certificates need to have student's names printed or typed on them. The easiest way to do this is to set it up from the database and do them on a computer. If this is not convenient, then a typewriter will suffice. It is a good idea to have these typed up before the activity due to the amount of time it takes. Be sure, however, to have a typewriter available at the activity to make corrections, and to add Honor Cadet notations, etc.

Guidons: At this time there are no NCOS specific guidons. Encampment guidons should be used.

Items requiring copying:

Schedules - one per student and staff member (75)

Rosters - one per staff member plus additional for administration (to include dining hall rosters, check-in roster, finance roster, etc.) (30)
NCOS Textbook - one per student and cadet staff member (60)
MSA and PA - One per student and staff member (75)

Processing Applications

Applications will be submitted to MNWG HQ. From there they will be packaged up and mailed to the project officer for the activity. The Project Officer needs to do the following:

Late Checks

1. Write check #, amount, and signature on CAPF 31 before removing checks. This will help if questions come up.
2. Log checks noting whom check was for, check number, signature, bank number and amount. Turn checks over to Wing Finance ASAP.

CAPF 31:

1. Inspect application for completion, including CAPSN, parent's signature, and squadron commander's signature. If signatures are missing and the cadet will be accepted to the school, return the application to the cadet to get the appropriate signatures, or request a second CAPF 31 with signatures when the cadet arrives at the activity. NOTE: It is extremely important that any cadet attending the activity has the appropriate signatures on the CAPF 31. This is an insurance/ liability issue.
2. Screen applicants for eligibility. Prerequisite for NCOS is grade of C/SRA or above with encampment strongly recommended. Accepting anyone below the grade of C/SRA is a judgement call and should be made by the Commandant only after speaking with the cadet's squadron commander. Eligible cadets should not be turned away to accept a cadet on a waiver. (Note the reasons for the prerequisites are so that the school can train at a certain level. For example, if the instructors have to teach the cadets how to drill, then they will not be able to teach them how to drill others in the same weekend.)
3. For cadets not accepted to the school, return application and arrange for repayment of fee as soon as possible to the cadet., send a letter anyway. This return will serve as notice so that the cadet will not show up at the activity. Follow up with CP after the activity to make sure the refunds were sent.
4. For cadets accepted to the school, prepare a database from information on the CAPF 31. This database can then be used to create rosters, MSA's, participation letters if required, and address labels for the acceptance letters.

Acceptance Letters

Acceptance letters are sent out to all accepted students, and cadet and senior staff participants. Include in the acceptance letter the date and location of the activity, reporting date and time, reporting uniform, specific reporting location on base, expected dismissal time. Include in the letter a name and phone number to call for additional information. Also, if at all possible, include a phone number where you can be reached during the activity, especially on arrival night in case problems arise such as last minute cancellations, late arrivals, etc. Include additional reminders such as reminder to bring a sleeping bag. Include an equipment list and a map to the location as well as a base map if available. Obtain a set of mailing labels from the database, and mail out acceptance letters to arrive at least one week and preferably longer before the activity. Letters along with equipment lists and maps can be stapled together and folded without envelopes to speed up the process.

MSA

The MSA must be drafted for the MNWG/LO's office. Contact the LO and make arrangements for getting the information to the office. Also be sure to coordinate what procedures need to be followed for emergency modifications to the MSA.

Finance

Check Deposits: Maintain accurate records of incoming checks and submit them to CP for deposit to the account. Keep a copy of the list of checks sent.

Expenses: Receipts must be obtained for any expenses in connection with the school. If checks are written directly from the CP checking account, follow up with the receipts and the check number. Persons requesting reimbursement should submit a receipt and a MNWGF 16a. Coordinate with the Wing Finance Officer to see if you will be issuing reimbursements or if Wing HQ will. If reimbursement is to be made to someone, include the receipts, who the check should be made out to, and where the check should be sent. Follow up to make sure the information was received and the check was sent out.

Summary: Make a summary after the activity of what money was received, and what was spent in what general category.

Thank You Letters

Thank you letters should be written to the base contact and to anyone else connected with the facility that provided any special assistance. This is a very important part of the activity. We must remember that we are guests on the base or facility and anything we do or want is outside the normal day—today responsibility of the base. It is important to leave the facility with the feeling that we truly appreciated everything that was done on our behalf.

During the activity, be sure to get the name with the correct spelling of any individual for thank you letters. It is more effective to send a thank you letter to the individual's boss complementing the individual on their work for us. Get the name, grade, title and address of the boss for these letters.

A thank you letter sent out to staff members (from the Commandant) is also an appropriate follow-up.

Project Officer Checklist

- _____ Date Established
- _____ Desired location established
- _____ Commandant selected
- _____ Project Officer selected
- _____ Facility Request submitted
- _____ Flyer completed
- _____ Publicity letter completed
- _____ Flyer/letter mailed to all units
- _____ Facilities coordinated with base liaison
- _____ Billeting
- _____ Check-in procedure
- _____ Meals (prices and schedule)
- _____ Classrooms
- _____ Seminar rooms
- _____ Keys for classrooms or access procedure set up
- _____ Contact and phone number in case of problems
- _____ Phone number for incoming calls from participants
- _____ Instructors/Senior Staff appointed (Commandant)
- _____ Cadet Staff appointed (Commandant)
- _____ Supplies ordered/located
- _____ Textbooks printed
- _____ Certificates printed
- _____ Hats ordered
- _____ Applications received/processed
- _____ Rosters made
- _____ MSA's made
- _____ Rejected applications returned
- _____ Acceptance letters mailed
- _____ Finance completed
- _____ Checks for fees submitted for deposit
- _____ Receipts submitted for reimbursement
- _____ Activity finance summary
- _____ Thank you letters sent
- _____ Activity report submitted to CP

NCOS Timeline

Commandant Appointed.....	-120 days
Project Officer Appointed.....	-120 days
Facility Request	- 90 days
Establish Cost.....	- 60 days
Flyer printed.....	- 55 days
Flyer mailed	- 49 days
Staff Application Deadline.....	- 28 days
Appoint Staff	- 21 days
Order Certificates.....	- 21 days
Application Deadline	- 21 days
Go/No-Go Decision Date.....	- 14 days
MSA Requested	- 14 days
Acceptance Letters Mailed	- 10 days
MSA Completed	- 7 days
Participation Letter Completed	- 7 days
Activity	0
Thank You Letters	+ 14 days
Activity Report Completed ..	+1 21 days

STUDENT EQUIPMENT LIST

CAP Membership Card

Sleeping bag / pillow

Notebook, paper and pen/pencil

Flashlight

Note or Index cards

Canteen

Shoe shine kit

Personal Hygiene Materials

Deodorant

Toothbrush/toothpaste

Soap

Towel

Shaving kit (male)

Shorts, Blue Athletic

Shoes, Athletic (tennis/running)

Uniforms

Utilities/BDU

Shirt

Trousers

Cap, BDU

Belt, blue, black tip/buckle

Boots, combat, black

Socks, black, plain`, no design

T-Shirt, crewneck, black or tan

OR black turtleneck

Blousing bands

Civilian Jacket

Jacket, Field, for utility uniform

Service, BDU's

Shirt, blue short sleeves

shade 1550

Trousers/ slacks/ skirt, blue,
shade 1549 or 1578

Cap, flight, blue, shade 1549

Belt, blue, silver, chrome like
buckle

Shoes/Oxfords, black, smooth
toe, laced

Socks, black, plain`, no design

Nylon

Shirt, V neck, white

Ribbons

Manuals

AFMAN 36-2203 Drill & Ceremonies

CAPM 39-1, Uniform Manual

CAPM 50-1, Introduction to CAP

CAPP 50-2 CAP Core Values

CAPP 151 Standards, Customs, &
Courtesies

Leadership: 2000 and Beyond, volumes I
& II

Iron

Spray starch/Fabric Finish

Sewing kit

Audio Recorder

**Cold Weather gear (gloves, hat,
warm socks)**

**Note: Items in *Italics* are optional.
However, you must bring some kind
of jacket.**

**NCOS SUGGESTED SCHEDULE
DAY ONE**

Times	Activity	Course Number	Uniform	Location
1900-2000	In-processing/Snack		Civilian	Barracks
2000-2030	Introduction to NCOS	20000	Civilian	Classroom
2030-2110	Interaction Seminar	20100	Civilian	Seminar Rooms
2110-2130	Summary		Civilian	Classroom
2130-2200	Personal Time		Civilian	Barracks
2200	Lights Out			Barracks
2200-2230	Staff Meeting		Civilian	Classroom
2230	Staff lights out			Barracks

DAY TWO

Times	Activity	Course Number	Uniform	Location
0630	Reveille		Civ	Barracks
0630-0700	Personal Time		Civ	Barracks
0700-0715	Travel		BDU's	
0715-0800	Breakfast		BDU's	Dining Hall
0800-0815	Travel		BDU's	
0815-0915	Guidon/Color Guard	20405	BDU's	Classroom
0915-1015	Drill Terms	20400	BDU's	Classroom
1015-1045	The Drill Commander	20401	BDU's	Classroom
1045-1100	Travel			
1100-1145	Lunch		BDU's	Dining Hall
1145-1200	Travel			
1200-1315	Drill Lab I	20402	BDU's	Drill Area
1315-1345	Drilling the Flight	20403	BDU's	Classroom
1345-1515	Drill Lab II	20404	BDU's	Drill Area
1515-1600	Instructional Methods (P1)	20800	BDU's	Classroom
1600-1615	Travel			
1615-1700	Dinner		BDU's	Dining Hall
1700-1715	Travel			
1715-1800	Instructional Methods (P2)	20800	BDU's	Classroom
1800-1845	The Outline	20801	BDU's	Seminar Rooms
1845-1945	Assignment Research I	20802	BDU's	Seminar Rooms
1945-2015	Assignment Presentation I	20803	BDU's	Classroom
2015-2100	The Honor Code	20700	BDU's	Classroom
2100-2150	Assignment Research II	20804	BDU's	Seminar Rooms
2150-2215	Reading of NCOS Text		Civ	Barracks
2215-2245	Personal Time		Civ	Barracks
2245	Lights Out			
2245	Staff Meeting			

**NON COMMISSIONED OFFICER SCHOOL
SUGGESTED SCHEDULE
DAY THREE**

<u>Times</u>	<u>Activity</u>	<u>Course Number</u>	<u>Uniform</u>	<u>Location</u>
0645	Reveille			
0645-0700	Personal Time		Civ	Barracks
0700-0715	Travel		BDU's	
0715-0800	Breakfast		BDU's	Dining Hall
0800-0815	Travel		BDU's	
0815-1015	Ceremonies	20406	BDU's	Classroom
1015-1115	Drill Lab III	20407	BDU's	Drill Area
1115-1130	Travel		BDU's	
1130-1215	Lunch		BDU's	Dining Hall
1215-1230	Travel		BDU's	
1230-1430	Assignment Pres. II	20805	BDU's	Seminar Rooms
1430-1545	Inspection Lab	21000	BDU's	Classroom
1545-1615	NCO Responsibilities	20900	BDU's	Classroom
1615-1700	Awards Ceremony		BDU's	Drill Area
1700-1730	Cleanup/Out Processing		Civ	
1730	School Closes		Civ	